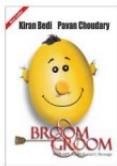




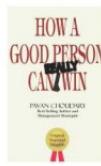
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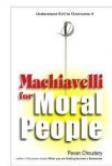


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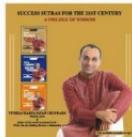


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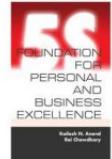
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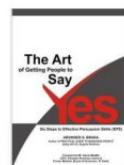
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# **5S**

**FOUNDATION  
FOR  
PERSONAL  
AND  
BUSINESS  
EXCELLENCE**

Kailash N. Anand  
Rai Chowdhary



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Knowledge is information. Wisdom is transformation.

## Foreword

The concept of 5-S has been developed by the Japanese, based essentially on the housekeeping system. It contains five words, all of which begin with the letter “S”. Basically 5-S revolves around maintaining orderliness and cleanliness in workplace. Cleanliness leads to a safe and pleasant workplace. Orderliness results in better utilization of workspace, and reduces waste at the same time.

5-S is recognized as the first step in implementation of Lean and TQM tools in any organization. The application of 5-S is known to have dramatic results in improving quality and productivity. Because it is simple to use and apply, quite often managements tend to ignore it. There is a tendency to focus on more elaborate programs like Six Sigma, Balanced Scorecard etc. in expectation of better results. However, the reality is that 5-S is one of the foundation stones of successful organizations and contributes significantly to its improvements at all levels. In manufacturing plants, offices, and service organizations, so much time is wasted in searching for things such as tools, forms, documents, gloves, wiping cloths, gauges, fixtures, etc. Implementing 5-S delivers immediate results by eliminating such waste, reducing defects, delays, breakdowns, and improving safety, all translating to lower costs.

This book by Kailash N. Anand and Rai Chowdhary has brought out these concepts in a very lucid manner with pictures and number of examples from different areas. A step-by-step approach with a proper roadmap makes the concepts easier to understand and implement. It is a simple and effective book for helping everyone who wish to work efficiently by adopting 5-S.

Dr. Giridhar Gyani  
Secretary General,  
Quality Council of India

## About the book

This book is written to introduce you to 5-S – foundation for personal and business excellence. The term **5-S** comes from five Japanese words associated with the methodology of organizing and managing a work place to produce better results faster.

The word ‘Excellence’ is synonymous with ‘Working Smarter’ and it is important everywhere, whether it is a shop, an office, a factory or at home and to everyone. Excellence in processes automatically results in production of quality goods and services with minimum effort and on time.

It is applicable to various sectors such as manufacturing, information technology, product design, health care, services in both government and private sectors. It is found that real value added work is a tiny fraction of the total time taken to complete a given task (often under 10%). This means there is a huge opportunity to improve. A simple and effective way to get started is by adopting 5-S discipline in day to day work. It does not require complex analysis, and can be practiced by everyone regardless of occupation and position. 5-S addresses the basic issues that otherwise

could hinder working smartly. In brief, it is the foundation on which Personal and Business Excellence is built.

We trust you will find it practical and easy to understand. In the spirit of continuous improvement, we invite you to share your ideas for future editions. We shall acknowledge the same.

Thanks!

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## Contents

1: What is 5-S	1
2: Why 5-S	2
3: Where do you Stand in 5-S	3
4: First S – Seiri or Sort	4
5: Second S – Seiton or Store	5
6: Third S – Seiso or Shine	6
7: Fourth S – Seiketsu or Standardize	7
8: Fifth S – Shitsuke or Sustain	8
9: Road Map for Implementation	9
10: Role of 5-S in Lean and Quality	10
11: Major Pitfalls in 5-S Implementation	11

### **Case Studies**

12: Medicine Cabinet in a Hospital	12
13: Computer Desktop in Office	13
14: Space Management in a Motel Chain	14
15: 5-S for Families	15
Annexure	16

# What is 5-S

The term 5-S represents five Japanese words.

These are:

Seiri

Seiton

Seiso

Seiketsu

Shitsuke

Let us look at each “S” and understand what it means.

## **Seiri** – Sort or Segregation

This implies removal of unnecessary items from the workplace and retaining only what is needed.



*Removal of unwanted  
items/documents*



*Removal of unwanted items/documents*

## **Seiton** – Store / Systematic Arrangement

Arranging the required items in an orderly manner so that they are found quickly.



*Orderly arrangement of tools*

*Orderly arrangement of books and files*

## **Seiso** – Shine or Clean

Systematic cleaning of the work area so it is easy to see what goes where, and the area is neat and tidy.



*Cleaning operation in an office*

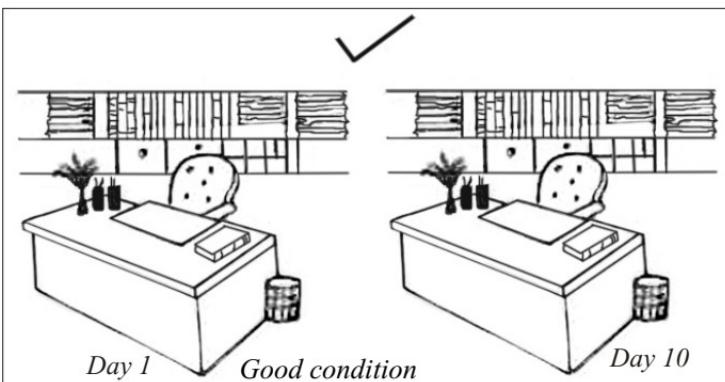
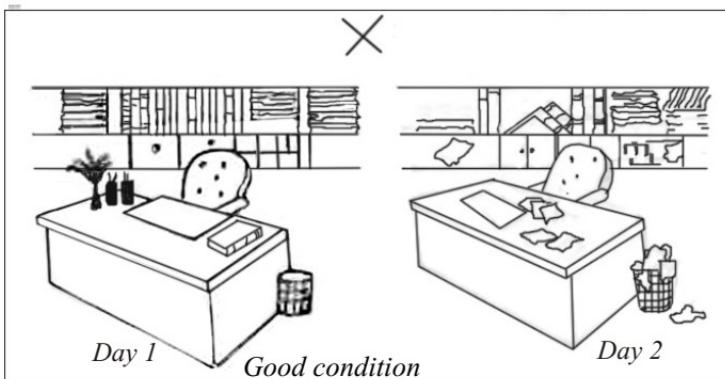
## **Sieketsu** – Standardize the first three S's

Ensure that everyone does the first three S's using a Standard approach.

Standard defines the following						
	How frequently	How to	Who	What areas	Where	How much
Sort						
Store						
Shine						

## **Shitsuke** – Sustain/Discipline

Keep up the effort and do 5-S regularly.



If you notice carefully – each S builds on the other; as such you can think of these as phases. For example, it would not make sense to start the second S i.e. Store unless you have done Sort. There is no point storing things that are not needed. Further, if you don't do the third S i.e. Clean, you may have trouble finding things at a later date.

